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ABSTRACT

Traditional recruitment for employment could be made through news media, but for the hard-to-employ more aggressive tactics will be necessary. A company will need to tap community resources such as state employment services, Office of Economic Opportunity agencies, the Urban League, and vocational rehabilitation agencies. A special company recruiting agent, who can move freely in the community, will go into the community centers and pool halls to find and attract future employees. Private firms, which can be located with help of local Chamber of Commerce or National Association of Businessmen, specialize in training the hard-core; they also do the recruiting. It should be realized that recruiting is but the first step in support for the hard-to-employ; special programs will need genuine support of top management, supervisory personnel, and plant workers. (DB)

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PERSONNEL SERVICES REVIEW

SERIES 2

Perspectives on Training the Disadvantaged — The Hard-to-Employ

RECRUITING THE HARD-TO-EMPLOY

AA 000 545

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PERSONNEL SERVICES REVIEW

Series 2
Perspectives on Training the Disadvantaged —
The Hard-to-Employ

Recruiting the Hard-to-Employ

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FORWARD

The Personnel Services Review is an ongoing publication series which has been developed by CAPS to inform personnel workers about new developments in a number of personnel services areas. There will be several different series of the Personnel Services Review. Each series will focus on a broad area of personnel work practice. Within each series there will be a number of specific issues (varying from five to ten depending on the series). Each of these issues will concentrate on a specific practice, procedure or method. The goal of these publications is to enable the reader to: (1) become aware of a practice, procedure or method; (2) learn about the ways in which this practice has been applied by others; (3) understand the underlying theory behind the practice; (4) consider possible applications of the practice in a variety of settings; and (5) consider ways that the practice might be implemented in his own personnel work program.

This particular Personnel Services Review series is entitled, "Perspectives on Training the Disadvantaged—The 'Hard-to-Employ'". Each issue will focus on an activity which has direct relevance for hiring, training, and retaining new workers from a disadvantaged background. The series is intended for use by personnel specialists and training staff in industry and business who wish to learn more about the development of their industrial work force. This series may also be of interest to vocational educators, employment counselors and specialists in the field of vocational education.

The author wishes to acknowledge the research assistance of Dorothy R. Brown, information specialist on the ERIC/CAPS staff.

RECRUITING THE HARD-TO-EMPLOY

RELEVANCE TO YOU

If you are involved in the recruiting of new employees or developing the work force to meet management goals and objectives, you should be interested in capitalizing upon a potential source of labor that has been under-utilized and underdeveloped.

Do you know how to get more individuals from the inner city to apply for employment?

Have you found that job openings which are advertised in the newspaper do not attract many applicants from the inner city?

Do you know that some recruitment techniques have been found which may attract these people to your company?

WHAT IS RECRUITMENT?

Recruitment is the process of locating and attracting individuals to apply for employment at your plant or business. This may include advertising in the newspaper, posting signs of openings in front of your plant, placing job openings with the State Employment Service, posting announcements on bulletin boards where there is public access, or special search effort of recruiters to identify special talents on high school and college campuses.

APPROACHES TO PRACTICE

In the past, recruitment has been defined in the light of general personnel practice; employees were easy to get and made themselves readily available. Special lines of attack are needed in order to get the person from a disadvantaged background to apply for work. Newspaper ads will not do it. Most of these potential workers come from an inner city environment. The experience of mistrust, rejection, and discrimination through the years makes them skeptical about your intentions to hire them. As a result, they are not as willing to apply for a job as might be generally expected.

Several models of practice have been used by different firms who have worked with the National Alliance of Businessmen, and also by firms which have developed their programs independently. The practices include recruitment through community resources, internal recruitment capacity, and retention of an outside firm for recruitment purposes.

A. Recruitment Through Community Resources
   Several urban services come in contact with this potential new work force as a function of their location and background. Your personnel and/or training department may want to develop a relationship with one or several of these in order to attract future workers to you. Some of these sources of manpower are as follows:

   1. State Employment Service.
   2. Office of Economic Opportunity:
      a. Neighborhood Youth Corps (NYC).
      b. Community Action Center (CAC).
      c. Concentrated Employment Program (CEP).
   3. Urban League.

4. Division of Vocational Rehabilition (DVR).

These sources are only a few of the major and best-known organizations which may have a file of names to add new potential to the work force. There are others who are specific to your locale. In some cities the local Chamber of Commerce has established a manpower division that is conducting extensive work in the recruitment and job placement of new workers. One example of this is the activities of the Greater Detroit Chamber of Commerce, Detroit, Michigan. A Manpower Division has been set up and is staffed by a group of full-time employees. All are located within the heart of Detroit.

B. Establishment of Your Recruitment Capability

Most industrial organizations need to replace workers who leave, or to fill new jobs that arise. One person may be in charge of the hiring or if the organization is large enough, you may have a large recruiting department. If your current means is ineffective for attracting the new pool of industrial force, you may wish to consider some of the following:

1. Establish Recruiting Locations in the Inner City
Some employers, through special arrangements with existing community organizations have a company representative to regularly interview prospective candidates for employment. For example, Chrysler Corporation operates out of Community Action Centers located in the center of Detroit. They are assisted by the Michigan Employment Security Commission which also operates from these locations.

2. Street Recruitment
A company representative who can move freely within the inner city may attract future employees by making frequent visits to such places as pool rooms, recreation halls, etc. The recruiter should be able to communicate effectively with the population that he is attempting to attract. For example, in the inner city, the recruiter might be of the same ethnic background as represented by the majority of residents. He must be trusted by his future employees. If such a person is not now on your staff, you may wish to hire a person with special skills. This same company representative could serve as liason officer to organizations within the target community to pick up the necessary leads.

3. Retain Outside Firm
There are some private consulting firms whose speciality is training the hard-to-employ. These firms offer special services—including recruitment. They also provide specialized supportive services like job coaching, job followup, instruction in reading, hints for acceptable grooming, etc., for the new employees. Your Chamber of Commerce or State Employment Service can probably give you a list of any such private consulting firms operating in your area.

GENERALIZATIONS

1. The population within the inner city constitutes a large source of labor and is a potential recruitment source for new employees.
2. If your current recruitment procedures primarily require applicants to come directly into your personnel office to apply for work, you may be missing many individuals who might make good employees.
3. The past history of denial, rejection and non-opportunity has reaped a great amount of suspicion, mistrust and lack of confidence in this group. A very positive 'outreach' is necessary.
4. Existing organizations in your community, i.e., the State Employment Service, the Urban League, the Office of Economic Opportunity, probably have a list of names of people who are interested in obtaining meaningful employment.
5. Utilization of a staff person, knowledgeable of the inner city, as a recruiter may enhance your recruitment efforts, since you may be able to identify and attract employees from a vast manpower pool.
6. In recruiting the hard-to-employ, caution must be exercised not to exclude potentially good employees for some jobs, because their application forms are completed in a manner that is not expected.

ACTION POSSIBILITIES

Although this is one in a series of articles directed toward personnel directors and/or training managers in business and industry who are interested in developing programs for hiring and retaining the hard-to-employ , several steps may be taken to recruitment.

1. Establish liason with community organizations by planning with the local State

Employment Service, Office of Economic Opportunity, Urban League, or other appropriate organization.
2. Use a present staff member of your personnel department to serve as a liason with these community service programs.
3. Establish your own recruitment capability. Hire a recruiter who will be capable of communicating with and working with the inner city residents.
4. Contact your local Chamber of Commerce for the names of private firms who specialize in assisting employers in recruiting and training people for employment.

IMPLEMENTATION

The implementation of a recruitment program will depend upon such factors as: the resources available in your area; the amount of money the company wishes to invest; and the readiness of the overall organization.

1. In a city where local community organizations may have limited staff or they are non-existent, the company may be required to develop its own recruitment capability independent of outside assistance.
2. Where there are well defined efforts of the State Employment Service, the Urban League, the Office of Economic Opportunity, or other groups, a decision might be to develop some combined effort. The decision might be to develop a liason arrangement.
3. If the company has little experience in recruiting from this source of manpower supply, a decision might be to retain an outside firm for supportive assistance and consultation in the early stage of planning and implementation. Associated with this, a pilot program may be conducted to obtain experience before determining the features of an on-going program.
4. Regardless of what decision is reached with respect to implementation, an important consideration is that the organization from top to bottom is ready to implement the recruitment program. It is essential that the program have the full support of top management and that such support is communicated throughout the organization.
5. Developing support for a program of recruitment may be aided through drawing upon the knowledge gained by others. Developing an openness of company staff to receive and implement a new program may be aided through special human relations training and team building effort. Private consulting firms and certain individuals may be of help to companies in achieving organizational development.

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